U.S. AIR FORCE

ir Force Flight Test Center

Integrity - Service - Excellence

EBS Implementation Project Heading Check and Course Correction

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KUDOs

- **Dennis Galloway**
  - **Great job on the new IT Development, test and operations facility**
- **Nancy Smith and the ES&A team**
  - **Great example of what happens when you empower people to solve their problems**
- **Don Butzke and Liliana Rosario**
  - **Developing the business case for this adventure**
- **Don Johnson**
  - **Leading the Critical Chain Prototype**
- **Our Tybrin and CSC partners**
  - **Architecture development, configuration management, critical chain prototype, time and labor, and rewire req's**

Purpose

- **Provide Status of EBS Phase Zero**
- **Recommend a New Course for AFFTC'S EBS effort**

Outline

- **EBS Phase Zero Status**
  - **Develop Business Case**
  - **Build Development and Test Lab**
  - **Define H/W & S/W Configuration Management Process**
  - **Define IT Architecture**
  - **Implement Executive Support and Administration Processes**
  - **Define Time and Labor Tracking Process**
  - **Support Critical Chain Prototype**
- **Phase Zero Findings**
- **New Course Recommendation**

AFFTC EBS Vision

- **AFFTC will be an *integrated enterprise* that provides the *right information* to the *right people* at the *right time***
  - **Integrated Enterprise:**
    - **AFFTC people, processes, and technology working together to conduct our mission**
  - **Right Information:**
    - **Accurate business information (cost, schedule, performance, capacity, workload, etc.)**
  - **Right People:**
    - **Our selves supporting our customers, our partners, our command, our Air Force**
  - **Right Time:**
    - **In time to make intelligent decisions to support actions with integrity**

AFFTC EBS Goals

- **Support the AFFTC team at all levels with enhanced business relationships, processes and tools that enable timely and accurate decisions to be made regarding current and future business activities. Specific Goals are:**
  - **Actual financial data within 24 hours**
  - **Commit to schedule within 48 hours**
  - **SOCs in 2 days(simple)/2 weeks(complex)**
  - **Real time access to project cost, schedule, and performance measures**
  - **Less than 2% recall for incorrect/incomplete work**
  - **Real time resource status (personnel, facilities, test equipment)**
  - **Support Mission Area business decisions related to work and resource management**

EBS Project Structure

- **Multi-phase implementation project**
  - **PHASE 0 - Planning and development**
    - **Define requirements, acquisition strategy, processes, IT architecture, build ROI/business case**
    - **Understand AEDC processes**
    - **Implement Time & Labor, Daily JOCAS, Standard WBS, Critical Chain, MCAeS, process management**
    - **Deploy Live Link enabled processes and AOG**
    - **Build IT development, test, and training labs**
  - **PHASE 1-5 - COTS Configuration and Integration**

EBS Phase Zero Status Business Case

- **TASK**
  - **Develop Business Case and Return on Investment for four options for implementing an EBS**
    - **Do nothing, COTS based, rewire existing, J-Tech**
- **STATUS**
  - **COTS based**
    - **Validated cost estimate**
    - **Payback 4.4 yrs based on saving 5 hrs/person/month**
      - More efficient operations and increased through put
    - **No way to physically realize savings**
  - **Rewire existing**
    - **Requirements still be defined based on Critical Chain prototype**

EBS Phase Zero Status Business Case

- **STATUS (continued)**
  - **J-Tech**
    - **JT3 Range Management System designed to meet range management req's for four sites**
    - **Awaiting response from CCK concerning impacts to existing contract**
- **NEXT STEPS**
  - **Complete requirements definition (31 Oct) for rewire and develop business case/ROI**
  - **Make decision on whether to pursue the J-Tech option (8 Nov)**

EBS Phase Zero Status
Development & Test Lab

- **TASK**
  - **Provide facility to develop, configure, integrate, test, and operate/maintain EBS applications**
- **STATUS**
  - **Facility modification contract awarded to Sergent Mechanical via Navy multiple award contract**
    - **Design/Build effort**
    - **Estimating 6-9 months for completion**
    - **Pre-design conference on 18 Oct**
  - **Procured**
    - **Furniture, racks, network wiring, access control system**

EBS Phase Zero Status
Development & Test Lab

- **NEXT STEPS**
  - **Procure phones**
  - **Define new seating plan based on EBS recommendation today**

EBS Phase Zero Status
Configuration Management

- **TASK**
  - Define configuration management process for hardware and software
- **STATUS**
  - Overarching process defined and in review
  - Developing division level CM implementation plans
- **NEXT STEPS**
  - Update CM Plan/Process per review
  - Obtain IT Director's approval for Configuration Management process
  - Implement CM at the division level

EBS Phase Zero Status
IT Architecture

- **TASK**
  - **Define IT Architecture consisting of Process, Application, Infrastructure, Standards**
- **STATUS**
  - **Project Management complete**
  - **Proposed Time and Labor complete**
  - **Financial Management processes**
    - **Financial processes supporting test projects loosely defined**
    - **Applications and infrastructure documented**

EBS Phase Zero Status
IT Architecture

- **NEXT STEPS**
  - **Evaluating new Architecture documentation capability in Casewise Corporate Modeler**
  - **Document “as is” and “to be” applications and infrastructure**

EBS Phase Zero Status
ES&A

- **TASK**
  - **Define standard business rules and implement workflow enabled processes for ES&A processes**
- **STATUS**
  - **Web site posted and being evaluated**
  - **Email business rule reviewed**
  - **Correspondence business rule reviewed**
  - **Mail Management business rule reviewed**
  - **Records Management business rule reviewed**

EBS Phase Zero Status
ES&A

- **NEXT STEPS**
  - **Team evaluating Livelink as means to support taskers and document control**
  - **Complete review and approval of ES&A business rules**
    - **Suspense Management**
    - **Electronic Tools Management**
    - **Conference Management**
    - **Meeting Management**
  - **Corporate Board approval briefing 11 Oct**
    - **Email, Correspondence, Mail, and Records Mgt**
  - **Define the OPR responsible for ensuring that these rules are updated and training provided as appropriate**

EBS Phase Zero Status Process Workflow

- **TASK**
  - **Implement LiveLink based work flows and document control**
- **STATUS**
  - **AFMC/CD Policy Letter on Standard eBusiness Tool**
    - **Opentext Livelink/iRIMS selected as primary tool to meet AMFC's req's for collaboration, electronic records management, archival and retrieval of documents and workflow**
    - **Organizations directed to use this tool**
    - **Central management by Network Control Center or Network Operations and Security Center**
    - **Establishing user group**

EBS Phase Zero Status Process Workflow

- **STATUS**
  - **OPR/EPR**
    - **412OG - Completed**
    - **412LG – Ongoing**
    - **AFFTC/IT – Ongoing**
  - **Significant Events**
    - **412OG – Completed**
  - **Base Operations Customer Survey**
    - **412OG - Completed**

EBS Phase Zero Status Process Workflow

- **STATUS**
  - **Awards & Decorations**
    - **412OG – Completed**
  - **IT Request (CSRD Replacement)**
    - **AFFTC/IT - Phase III Completed, Phase IV Ongoing**
  - **DISA Form 41C – Online Livelink user account request**
    - **AFFTC/IT – Completed**
  - **Aircrew Qualification Certificate (AF Form 8)**
    - **412OG - Completed**
- **NEXT STEPS**
  - **Define, document, and implement processes for ABW, DR, EN, EW, others?**

EBS Phase Zero Status Document Management

- **TASK**
  - **Implement LiveLink based document management**
- **STATUS**
  - **Business Web Site (Moved to Livelink)**
    - **412OG**
  - **AFFTC history files**
    - **412OG**
    - **Edwards History Office**

EBS Phase Zero Status Document Management

- **STATUS**
  - **Project Workspace**
    - **EBS Project**
    - **95ABWG/DPE, Human Resources Development for A-76 study**
  - **AFFTC/SE Safety Packages, 1974 - Present**
- **NEXT STEPS**
  - **416FLTS Web Site in works**

EBS Phase Zero Status
Time and Labor

- **TASK**
  - **Define Time and Labor tracking process to meet the needs of T&E, IM, and I&S Mission Areas**
    - **JOCAS Time and Labor is the application**
- **STATUS**
  - **Military and civilian labor captured in JOCAS**
  - **Process defined for daily labor reporting**
  - **Working with Command to understand MCAeS**
    - **Approach for IM and I&S and impacts/requirements for T&E**

EBS Phase Zero Status
Time and Labor

- **NEXT STEPS**
  - **Ensure MCAeS will meet needs of I&S, IM, and T&E Mission Areas**
  - **Trying to fit labor tracking requirements (WBS and Products/Services) of three mission areas into existing JOCAS field structure**
  - **Evaluate organizational and resource impacts of daily time and labor**

EBS Phase Zero Status
Critical Chain Prototype

- **TASK**
  - **Support implementation of Critical Chain project management process and tool within 412 TW/DR**
- **STATUS**
  - **Supporting prototype with hardware and software configuration and MIS interfacing requirements**
  - **Learning process/application**

EBS Phase Zero Status
Critical Chain Prototype

- **NEXT STEPS**
  - **Provide IT support for CC pilot in 416 FLTS**
  - **Define MIS resource structure breakdown to meet needs of project, financial, and resource management**
  - **Define T&E Work Breakdown Structure**
  - **Determine how to handle requirement for “two sets of books”**
    - **Overly Optimistic project schedule vs. realistic**
  - **Define how work gets tasked out to work centers**
  - **Define relationship/interface between planning and execution scheduling**
    - **Concerto Critical Chain**
    - **Mission/work scheduling**

Phase Zero Findings

- **EBS implementation is too big of a change**
  - **Will require a new way of doing our day to day jobs**
    - **New tools, processes,vocabulary**
    - **Lots of testing and training**
  - **We're not prepared**
    - **Processes, requirements, resources, leadership**
  - **Our focus is elsewhere**
    - **War on Terrorism**
    - **Executing our mission**
    - **IT Reengineering**
    - **412 TW Realignment**
    - **A-76 (LG, CE, IT)**
    - **JT3 startup**

Phase Zero Findings

- **Complexity of integration effort with downward directed systems too great**
  - **AF utilizes a large number of functionally oriented downward directed systems**
    - **Military personnel, civilian personnel, manpower, finance, logistics, civil engineering, procurement, etc.**
    - **Different levels of technology**
    - **Different update cycles**
    - **Limited visibility into data structure or change cycle**
  - **Don't have the necessary focus or resources req'd to establish appropriate level of relationships (senior, middle, worker level)**

Phase Zero Findings

- **Industry and technology drives the update cycle for COTS tools**
  - **Forces a mandatory upgrade/must pay type bill in terms of**
    - **Dollars**
    - **Application configuration and integration with downward directed systems**
    - **Process configuration management**
    - **Training (O&M and users)**
  - **This is good and bad**
    - **With sufficient resources this is a good thing**
    - **In our constrained environment this takes away some key flexibility**

Phase Zero Findings

- **EBS and A-76 are not compatible**
  - **COTS based implementation will change the tools, processes, configuration/integration requirements and O&M responsibilities of IT**
  - **A-76 requires a fairly static organizational picture to support the development of a good Performance Work Statement**
  - **Can't change the thing while you're trying to document and compete it**

Phase Zero Findings

- **COTS based implementation requires a Process Centric organizational focus**
  - **Insufficient understanding of what Process Centric organization means**
    - **Defining process owners and holding them accountable**
    - **Utilizing our CCAS/OPR/EPR to drive process management**
    - **Having the leadership focus to define enterprise processes**

Resource req's and risk of a COTS based implementation too high

Recommended Course

- **Rewire existing applications and processes to support implementation of new Critical Chain project management**
  - **Modify existing applications (Argus, ESS, 781, etc.)**
  - **Implement WBS/task/P&S coding in JOCAS Time and Labor**
  - **Implement capacity management using existing applications**
  - **Update non-labor costs on a more timely basis**
  - **Develop BRIO reports for Project, Resource, and Financial Management**
- **ES&A development and deployment**

Recommended Course

- Complete documentation of “as is” and “to be” application and infrastructure architecture
- Implement Configuration Management of the IT Architecture
- Complete modification of bldg 3949 and populate with IT development and operations
- Continue development and deployment of Livelink enabled workflows and documentation management
- Integrate Livelink/iRIMS enabled electronic records management

Recommended Course

- **Support the deployment and integration of Command Human Resource Intelligence System**
  - **Reporting tool to extract data from military personnel, civilian personnel, manpower, and training systems**
- **Support the development and deployment of MCAeS and related JOCAS upgrades**
- **Support the development and deployment of the AFMC Strategic Management Information System**

Questions